

## EXECUTIVE ORDER 92-32

### OFFICE FOR EXCELLENCE IN GOVERNMENT

WHEREAS, State government should seek to continually improve the quality of services it provides to its citizens and continually improve the timeliness and responsiveness of its service delivery; and

WHEREAS, State government should seek to continually improve the quality of its management of its citizens' resources; and

WHEREAS, State government should continually work to create an atmosphere where its citizens have the highest degree of confidence in the efficiency and integrity of those public servants charged with managing the public's resources; and

WHEREAS, State government's most important asset is its dedicated employees who should be viewed as partners in the pursuit of excellence; and

WHEREAS, a high degree of cooperation and coordination between State agencies is critical to the successful implementation of mutual productivity and efficiency programs; and

WHEREAS, service demands, especially in human resource agencies, continue to grow at a rate in excess of the state's economy and revenue structure; and

WHEREAS, the increasing costs of providing services should not be borne exclusively by the citizens of Arizona in the form of higher taxes;

NOW, THEREFORE, I, Fife Symington, Governor of the State of Arizona, by virtue of the authority vested in me by the Constitution and laws of this state, hereby create the Office For Excellence In Government which will operate as an adjunct to the Governor's Office reporting to the Governor, and order and direct:

1. The Office For Excellence In Government shall be responsible for and have authority to:
  - a. Create and manage an Institute For Excellence In Government. The Institute's functions will include, but are not limited to:
    - i. Training State agency directors and other members of the management team in the concepts and philosophies of Total Quality Management.
    - ii. Educating trainers from each major agency in the concepts of Total Quality Management and provide oversight and assistance to agency based training programs with the objective of institutionalizing Total Quality Management throughout all of State government.
    - iii. Developing curriculum intended to enhance job skills development in State employees. Offer assistance to major State agencies in developing courses for this purpose within their agencies. Conduct job skills development courses for employees of agencies that do not have an active training program.

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- b. Conduct programs to continually improve organizational effectiveness, administrative systems, operational methods, productivity and higher quality services. Such programs should be founded within a climate that supports employee creativity, risk taking and pride in performance.
  - c. Organize a top quality team of administrative management and productivity improvement staff.
  - d. Encourage partnerships with volunteers, loaned executives and other sources of expertise.
  - e. Create a program for a Governor's Award For Excellence In State Government. Awards in the program will generally be presented annually. Awards will provide both individual and team recognition for efforts to promote excellence in State government.
  - f. Manage and coordinate state productivity and cost efficiency efforts including the State Long-Term Improved Management Project.
  - g. In conjunction with the Governor's Office of Strategic Planning and Budgeting assist agencies in incorporating efficiency and productivity recommendations into their budget requests.
2. The intent of this Executive Order is not to add new resources to carry out the functions of the Office For Excellence In Government, but rather to act as a means of consolidating functions through the use of existing resources.
3. The Office For Excellence In Government shall:
  - a. Have the responsibility and authority to implement the directives contained in this Executive Order in a timely manner.
  - b. Develop and submit to the Governor budget and personnel requirements for the 1993-1994 fiscal year and all subsequent fiscal years.
4. Other State agencies shall assist and support the Office For Excellence In Government as necessary.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Arizona.

*F. L. ...*  
GOVERNOR

DONE at the Capitol in Phoenix this twenty-second day of October in the Year of Our Lord One Thousand Nine Hundred and Ninety-Two and of the Independence of the United States the Two Hundred and Sixteenth.

ATTEST: *Richard J. ...*  
Secretary of State

